

SPEECH -

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On the 26th of April Mr. Karamessines decided that he wished to throw together in one unit, reporting to him, what we have all known for years as Records Integration Division, the Systems Group, the computer side of records problem, and the Records Management staff. These [REDACTED] people, who have enjoyed going their own way and communing cooperatively from time to time, are now either so fortunate or so unfortunate as to be looped into a unit which has no name, no charter, no mission and no function; but this is a warning.

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This is truly an interim period, and I am truly a very new comer to this aspect of records, but like some of the 15 of you, I have been around for more than 20 years and I have produced paper, mal-produced paper, filed paper and mal-filed paper for those two decades and I have viewed the assignment as a challenge. To those 15 of you who are here as students, most of you, the instruction is a challenge and the job that it instructs you for is a challenge. It's as Charlie said, it can be considered a dull occupation; but it needn't be and it certainly isn't if it is done right, because if it is done right it pays off in a number of ways.

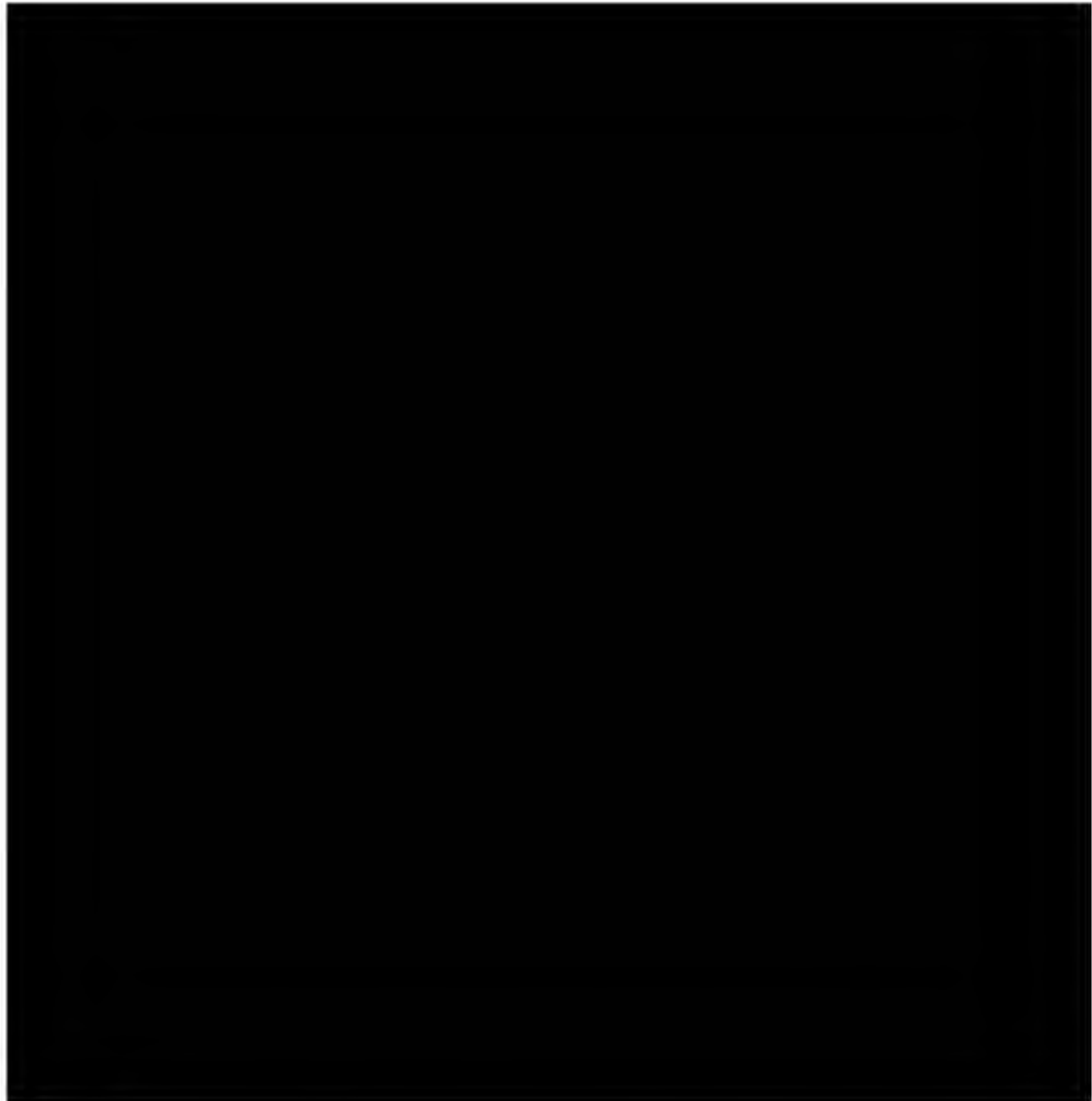
If I may just start with two apologetically personal experiences. In 1960 I was ticked off to join what became the Bay of Pigs. There were a number of reasons why the Bay of Pigs became what it did. I've always felt one of the reasons was that those of us that were assembled in quite a hurry could have had, with a better collection of paper, a better start based on the experience of our forefathers. I

have particularly in mind the Guatemala Operation, which was at least similar in these respects: it was in the same half of the same hemisphere; it was essentially a paramilitary operation; and, unlike the Bay of Pigs, it was happily named PBSUCCESS because in point of fact it worked. Now one of my first endeavors in the late summer and fall of 1960 was to try to resurrect the experience and the record of the Guatemalan Operations of several years previous, so that we could learn from the mistakes made and benefits from the mistakes that were not made. It was virtually impossible to find really anything that amounted to a good damn about the operation PBSUCCESS. You could go around and talk to the surviving members. You would then get all the subjectivity that characterizes oral confrontation with people who over-remember what they did right and tend to forget what they did wrong. In short it was not a helpful exercise.

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We have a thousand uses for our paper-we've called it over the years, Records-and in part we call it Records because the legalisms of the federal government speak in terms of the requirements to handle paper as Records. I've never fully accepted the idea that the CIA was

part of the federal government, at least in a bureaucratic sense, and yet in our organization, even in the Clandestine Service, we all must do our fair share to preserve, protect, and defend the equities of the government against its employees and on behalf of its employees. So a lot of our paper, thank God, mostly massaged by our DDS confreres, is involved with When did you come on board, When did you get promoted, and How much sick leave did you take, and How much annual leave did you take, and When are you eligible for retirement, and Did you lose jeep

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██████████ and If you did are you giving it back today, or is that written off? All of these things are indeed records. But, I think you will agree that in the Clandestine Service, bearing in mind that aspect of paper, what we're really dealing with today, and for the next 10 or 20 years, is perhaps more usefully called Information. Although it doesn't make an awful lot of difference what you call things, sometimes it does, and I'm searching for a larger term than Records. The function that this course is designed to talk about and the function that many of you will be engaged in, and are engaged in, I call Information, in part because it gets rid of the image that we are principally dealing in making a Record, a legal basis for action.

I'd like to just mention three things briefly and then open for questions about the last five to ten minutes. I might say a word or two about the current organization system, the three basic requirements of the system and then a very brief word about the future, at least in so far as I have been able to discern it. Let me begin with two quotes, one quite old and one quite recent. The present DCI, in

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1956 when he [REDACTED] said this, "The Records organ functions in an intelligence organization as the heart does in the body." That is very dramatic but it isn't just theater. It's true. People come and go. In our business the preparation for an overseas tour, the acceptance of a headquarters assignment, the filling in behind those who have retired or died, means that our personal continuity is a some-time thing. Now that some of us are in our fifties, we begin to realize for the first time we are not an institution with a 193 years of experience good and bad like the military, or like the Department of State. This is still a young organization, and many in it who have not yet reached the compulsory retirement age have been in it continuously since the old OSS days. But that era is coming to an end and as you pass responsibilities on from one to another there must be some central heart pumping away. The transplant in this case is the paper, and as the people leave, either leave from headquarters to the field and return, or leave the organization permanently as retirees or corpses, it is the paper, and the continuity that the paper provides, that keeps the organization going. Not much changes in this field, at least when you get into theology and philosophy, and to bring up to date what the DCI was graphically saying back in 1956, the IG just this spring completed a study of information management in the Agency. This study was not especially addressed to the CS, but it did look very hard at the information problem in the other three directorates, and nothing that is said about them is totally inapplicable to us. They said, "The job of transmitting information from

its place of origin to the user, and of caring for it subsequently, now ranks in importance with information collection and intelligence production". I think that is a very helpful way of saying that we do not divide up the work between the mensch and the oder mensch--mensch being the collectors and the producers, and the donkey work being done by oder mensch who merely retrieve, file, maintain, and dispose of paper. In the eyes of the IG, after a very protracted and careful study, these are co-equal jobs. Hopefully, we can have the grades and the kudos and the other examples of importance begin to catch up with this theory.

Let me say a word, not very new to you, not entirely new to me, about the current organization of our system. I like the way in which it is an ad-hocracy, not a beaucracy. We've got an opportunity in this case carefully to resist so structuring ourselves into a corner. Now there is a system, and in some respects it has been continuous, but usefully it changes from time to time to meet conditions. One very important part of this system begins with the RMO, [REDACTED], and finds itself expressed in a network of RMO's in each of the 17 major subordinate components of the CS. In the area divisions there is, along with the RMO, an RAO, and at each of our [REDACTED] desks there is, or there should be, an RO. Now the RMO and the RAO and the ROs constitutes a very important part of this system. They patrol, they are educated, they are specialized, and yet they are not solely experienced in that field and they constitute a nervous network throughout the CS that allows this work to continue, provides a forum for discussion of new ideas or new proposals, and in general hooks it together. In addition to that

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there are [REDACTED] positions, currently-subject to budget cut or the acceptance of proposed enlargements-[REDACTED] positions in what we have known for a long time as RID, SG and RMS.

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This is the operating, executing part of the structure. It has in each of the cases a long history. RID can be traced back to the very beginning of our tutelage from the British, their registry system. Systems Group, the most modern of the three, really came upon us as the machine did in the mid 50's. The Records Management Staff, the Records Management Office has a life comparable to the life of the RMO, RAO, RO system in the components. I'm supposed to head up a combination of these three existing working parts of the system in a new unit which has no name, which I have recommended to the DDP be called the Information Services Division. For each of these three words there may be a substitute, or for any one of them. This unit will report directly to the DDP, whatever it is called, and a CSI in the organization series is on Mr. Karamessines' desk for his review, and instant on its approval, as soon as [REDACTED] can get it ground out, it will be printed and circulated for aid of all, including a wiring diagram. The decision to combine the existing three units has been under consideration for a long time and it does make sense. The work interrelates, the people involved interrelate, and to give it an organizational place in the CS does make sense.

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Now, in addition to those two ways of doing business-the network of records personnel throughout the components, and the operating sort of executive function, the Information Services Division or whatever this

thing will be called-we have each and every member of the CS, man, woman, and child. EOD yesterday, 28 years service; 21 years of age, 59 years, 11 months old; it makes no difference. Because we all produce paper from time to time, we all share the obligation to handle it right. Those of us who are careless about paper, who do not have the intuitive sense something must be written, are not doing our jobs. I like to feel that there is a growing understanding, an understanding to which courses like this do contribute. I am quite sure that in the future we will very definitely include in the evaluation board procedure a careful examination of how the officer being rated has coped with his paper. Has he produced it sufficiently? Has he cared about it? Has he seen to its proper maintenance? Has he participated his fair share in the consideration as to whether it should be destroyed or not? Is he paper conscious? Does he make a record? I am quite sure that, as the evaluation board procedure continues, those who don't measure up to those standards will be disadvantaged compared to those who do, because this is one of the arts.

Then, in addition to all that-the RMO's structure the info something something unit-we have, typical of government but usefully typical of the CS at any given time-committees, working groups, study groups, seminars, latrine debates, and many other ways of getting on with talking about and arriving at solutions to information problems. The longest existing and most high-level such institution is the CS Record Committee, chaired by the DDP, and membered at any given time by quite a number of very high paid officials of the service, including at a minimum two area



division chiefs, two chiefs of senior staffs, and other functionaries. This committee meets on sporadic occasions, when it has something to meet about. It sets policy and it provides an excellent forum for getting managerial decisions on records problems. It has working groups from time to time, and one very useful group that has been spun off as a result of the considerations of the CS RC is the so-called User's Committee which is primarily devoted to the appropriate, efficient, economical, and sensible use of our very expensive computer machinery in order to have that machinery adequately support CS operations and CS management.

Now those are the various methods of getting people together to do the work. What are, at least in my opinion, the three basic requirements of any system, including ours?

Paper, it seems to me, in the CS, for the purposes of the CS business, must be handled (except for very sensible exceptions) in a centralized way, in a standardized way, and in a supervised way. Now, forgetting for a moment the sensitivity of operations, Need to Know, and Compartmentation are very important aspects of the way which we do our business. Nevertheless, to the extent that any of our paper is not centralized, there must, it seem to me, be a very good reason for that, and a reason which must be re-examined periodically. Because need-to-know and sensitivity tend to change from time to time, and yet the ways we start out doing things tend to continue on their own momentum forever. The ideal situation, particularly in view of the future, is to have,

under central control, all paper. You then at that point, it seems to me, begin to except out, by careful study and agreement, those parts of our records which, momentarily or, in some very rare cases, permanently, would have to be excepted from centralized control.

Standardization, standard methods of handling paper, are very much needed. In a sense we are still living in the first three years of U.S. Clandestine Service and have not really much emerged into the next 30 years. We have grown up, to some extent, as a collection of feudal fiefs, with WH business being WH's business and the hell with the rest of you, etc; you name the unit. For the purposes of the shrunken world we have enjoyed this over-long, in my opinion. If we do not stand together as a service we will be picked at by outside forces, including forces within the Agency, and to the extent that we are fractured it is easier for us to fall. We must come together. In 1970, Mr. K. instituted a central evaluation of personnel. To some extent the unification of the units that are involved in records in 1971 is another reflection of the need to move and work centrally in at least certain aspects of our work. If we can evaluate people centrally, which we've proved we can do, we ought to be able to handle our paper centrally, and in that sense in more standard fashion. The ways in which individual area divisions or staffs have come to care for information should be constantly re-examined, so that a bright idea that has arisen in one place won't necessarily be hoarded there but can be shared with others and become standardized.

Where people are, through sheer habit and momentum, doing something that can be done better, then that ought to be changed.

The supervision of all this is the third basic requirement and I have never felt that you could have paper done for you, no matter who you are. You must participate as supervisors and as managers, no matter what you are supervising in this process.

What about the future? Let me cite this IG survey again. It is virtually certain that most records of the future will be stored in some kind of miniaturized forms. It is essential that we stop thinking of records management in terms of taking care of files of typewritten or printed papers or documents, and start thinking of it as part of the larger problem of how best to manage our information resources to support operations and facilitate management. The most casual observation of the state of the art in photography, communications and in computers will, I think, lead anyone to believe that's a very accurate statement. We cannot sit here in 1971 and make investment of time and money in systems and procedures and machines which will not help us, in 1981, to face the problem that we see we will have then.

By 1981 we will be enjoying, much less than we have in the past, the luxury of 20 four-drawer safes in the 6th floor of the second part

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and that will not permit the luxury of the paper being there to pack in large thick files. Our communication friends tell us that, via satellite and with full encryption, we will probably be able to move in the 1980's

to the paperless transaction, where a man can sit [REDACTED]

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[REDACTED]

have a 4 drawer safe, at least of our kind. He may have a cathode ray tube on which he can summon up from the central files in Langley the information which he needs to display on his desk, take his notes, turn the damn thing off and go about his business. Without going into all the details involved, I think you will see that we cannot provide that kind of service if our files are scattered in 49 different locations floor 6 through 7 of the south wing of Langley, nor can we provide it without going into electronic digital or photographic methods of displaying the masses of information that we have.

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Now I live in room [REDACTED] and I am very anxious to hear anybody's ideas about any of this, particularly you ladies and gentlemen who are going to have the two days of this and in some cases the following CS Records II. Nobody has a lock on suggestions in this line of work. Please consider me available.